



TERRY L. STEWART - DIRECTOR

OCTOBER - 2001

ADC Employees Aid in Homeland Security

When President George W. Bush called on the National Guard and U.S. Military Reserves to combat terrorism on September 14, Arizona Department of Corrections Sergeant **Michael Gregory** and Correctional Officers **John Lynch** and **Scott Bellamy** were ready.

"Like a Corrections Officer, I serve as a visible presence. The public feels better knowing the Reserves and National Guard are here."

Gregory, Bellamy and Lynch are among nearly 300 ADC employees

called to active duty or who are on standby to serve the National Guard or Reserves. Gregory and Bellamy are working airport security at Yuma International Airport, and Lynch is assisting in facilities security at the Glendale Armory. The three men are on six-month details from October 3 to March 30.

"When the National Guard called, I had a difficult decision to make. My loyalties were split between the Department and my country," said ASPC-Tucson Sergeant Michael Gregory. "When I discussed leaving work for the National Guard with my supervisor, she asked, 'why I hadn't already left.' Her support helped my decision."



ASPC-Tucson Sergeant Michael Gregory providing security at the Yuma airport

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CISD Team Among the Units Honored at Meeting



Florence CISD Team Receives Unit Citation Award.

The Arizona Department of Corrections would like to congratulate all award recipients at

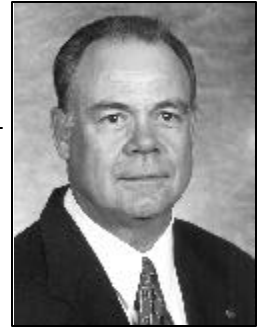
the September Administrators Meeting.

Each quarter ADC employees are nominated for awards distinguishing them for their actions and performance.

**Length of State Service
Thirty Years**
Judith Beswetherick, Personnel Analyst II, ASPC-Perryville

Twenty-five Years
Marshall Abbott, Psychology Associate II, ASPC-Florence,
Michael Chernetsky, Correctional Officer III, ASPC-Phoenix, **Gary Kelley**, Correctional Lieutenant, ASPC-Perryville, **Frank Terry Jr.**, Warden, ASPC-Lewis
Special Recognition
James McFadden, Warden, ASPC-Lewis, **Glen Parin**, Warden, ASPC-Tucson, **Daniel Vannelli**, Warden, ASPC-Winslow
Pamela Vannelli, Correctional

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ADC Employees Get Involved in the 2001 SECC Campaign

Dear Arizona Department of Corrections Employee:

Very soon, our agency State Employee Charitable Campaign coordinators will approach you to ask for a donation. I hope you will give their request some thought and consider that this is not just a faceless campaign. SECC supports community-based organizations that make a difference in the lives of our family members, co-workers and neighbors. Your contribution can make a difference in the lives of people.

Through this special campaign, our contributions provide such valuable services as helping to keep kids out of gangs, giving shelter and care to victims of domestic abuse and assisting in the battle against deadly health diseases. If each of us thought about these issues, someone would probably come to mind who has been touched by at least one of these personal hardships.

As a result of the terrorist attacks on September 11, this year's campaign has taken on a new meaning. The SECC provides a way for employees to give to the relief efforts going on in New York City and Washington D.C. by choosing the Crisis Relief fund Code 9050.

I realize that each one of us is faced with the reality of a slow economy, increased insurance rates or your own financial dilemmas but small dollars each month can add up to big work. For instance \$1 pays for anti-drug materials for 24 junior high school students; \$2 pays for one ultrasound and \$4 provides bereavement therapy to one child from hospice workers.

*All contributions are welcome, no matter how large or small -- it is the accumulation of everyone's **donations** that makes our campaign so successful.*

No matter how much you are able to donate, you will help create smiles, brighten futures and save lives! Thank you, in advance, for your support of SECC and its goals. I hope you will take advantage of this opportunity to make our communities better.

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Michael A. Arra,
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QWL-21 Status Report:

Ö 1.0 - Major shift culture/Open dialogue

Open communications between supervisors and staff continues to be fostered on a daily basis. Due to the tragic events of September 11, 2001, ADC staff have been and will be called back to military active duty. The Department has prepared a fact sheet relevant to their right to return to work at the end of their military service.

The Director continues his monthly tours of institutions, meeting with administrators and line staff. ADC employees throughout the state have shared job related issues and concerns with the Director. He has listened, reviewed and responded to these issues.

Ö 4.0 - Major shift culture/Assessment tool

The Policy and Research Bureau has solicited input for additional questions from the Wardens, Assistant Directors, Deputy Directors and senior management for mini-surveys. Submissions are coming, and will

be added to the Department-wide portion of the survey.

The random list will be generated to identify who will be asked to complete the survey. It is anticipated the survey will be out in late October.

Ö 16.0 - Recognition/Peer to Peer

Final draft of DO #506 is in the final stages.

Ö 17.0 - Pay

Total number of administrative adjustment requests for supervisor/subordinate pay issues, as of 09/28/01, is 140. The estimated dollar amount requested is \$461,047. Status unchanged from last reporting period on the other two pay issues, included within this category: • COIII's, COIV's and Parole positions - Estimated dollar amount \$430,000. • Peer-to-Peer

inequities (employees whose salaries are not comparable to others with similar education, experience and tenure with the agency) - Over 20 requests at over \$100,000. The Director sent a letter to ADC employees stating he will pursue funding for inequities through the Legislature and asked that employees contact their elected officials as well.

Ö 19.0 Investigations and Discipline/Managers Training

Revisions made to DO #508, Employee Discipline. Submitted to Deputy Directors for review at Director Stewart's request. Still awaiting feedback from divisions as of this date.

Complex

Total Mistakes (April -September)

Total Misconducts (April -September)

ASPC-Douglas	35
ASPC-Florence	103
ASPC-Perryville	25
ASPC-Phoenix	27
ASPC-Winslow	12
ASPC-Eyman	332
ASPC-Lewis	53
ASPC-Safford	15
ASPC-Tucson	226
ASPC-Yuma	28

Total 856

30
61
15
33
32
96
48
19
37
82

453

ASPC-Florence and Eyman Handoff to Youth Football

Employees of ASPC-Eyman and Florence are giving local youths the opportunity to live out their "gridiron" dreams.

The Florence Coolidge Youth Football League, a non profit youth football organization, allows the children of Florence to participate in football and cheerleading from ages five to 11.

Unlike Pop Warner football programs that charge \$150 for registration fee; the FCYFL charges only \$65. To keep the cost low for parents in the rural areas the

league participates in fund raising.

After hearing of the needs of the organization, the ASPC-Florence Complex came forward and donated \$400 from the Employee Fund. The money funded scholarships for low income families, and enabled the league to purchase new equipment that was sorely needed.

Florence and Eyman employees have stepped up to the challenge of offering better quality programs for children.



Correctional Officer III and Mighty Mights coach Michael J. Hayes of ASPC-Florence Central Unit adjusts a player's helmet

TQM Looks at COIII and IV Issues

As a spin-off from the TQM on QWL 21, a TQM was formed to look at CO III and IV issues. Representatives from every complex gathered input from COIIIs and IVs, compiled findings and presented the most common issues to Director Terry Stewart.

Director Stewart supported the findings and agreed to the following:

- To adjust staffing patterns for Program Staff to ensure fairness and equality with regard to workload.
- To ensure consistent application of staffing issues in relationship to DI 169.
- To recognize and acknowledge rank in relationship to grade and title of CO IIIs and IVs within the organizational structure.
- To explore expanding the Van Pool Program in Maricopa and Pima Counties for COIIIs and IVs use, however, this would not be free for non-uniform staff.

The most common concern was equality in pay. Director Stewart is in support of adjusting the current CO III and IV pay. The COIV's new pay range would be the same as a Captain's and a CO III's would be between a Sergeant and a Lieutenant. Last month, a supplemental budget request was submitted to the Governor's Office for legislative action as an addition to fiscal year 2003. If approved, pay adjustments would occur in July 2002. The new pay ranges would only affect staff who are below the minimum salaries for CO IIIs and IVs. This would affect both the minimum and maximum salaries for CO IIIs and IVs.

October is Quality Month

by Richard Gorley, Office of Strategic Planning and Budgeting

Over the past several years, the State of Arizona designated October as Quality Awareness Month. Currently, two programs are being distributed to staff, the Governor's annual employee satisfaction survey and the Governor's Spirit of Excellence Award Program in support of the Arizona's quality effort.

The Governor's Spirit of Excellence Award Program is designed to recognize agency TQM Teams and work groups employing innovative operational solutions resulting in improved customer service, increased productivity and decreased costs in

state government. You may acquire an application from your Warden, Deputy Director or their designee. You may also call this office and an application will be mailed or faxed to your office.

In November, we will schedule, through the Governor's Office for Excellence, a question and answer session. We encourage anyone interested in applying for an award to attend this session. If you have any questions, call **Richard Gorley**, ADC Office of Strategic Planning and Budget TQM Program Manager at (602)542-3800

Higher Education Has a New Face

Names may not seem important unless they fail to accurately describe a program. For that reason, the Higher Education Program is now called the CAREER AND ACADEMIC ADVISORY PROGRAM, and is part of the Human Resources and Development Division.

CAAP encourages and assists ADC employees in completing college education. The program provides employees with information and guidance in the following areas: tuition assistance, educational and career mapping and pay incentives for degrees completed in business administration, public administration, psychology, sociology and criminal justice or related degrees.

The new CAAP Administrator is **Rebecca Matthews** who has worked in corrections for more than 20 years. She has been working with community colleges in establishing a two-year degree program in corrections and collaborating with Northern Arizona University in the development of a Bachelor of Science in Corrections

Degree. The degree will be completely obtainable on-line with an anticipated delivery date of Fall 2002.

The Department has been instrumental

in establishing an Associates of Applied Science Degree in Corrections through Rio Salado College and Central Arizona College. ADC employees will be able to complete both degree programs in the comfort of their own homes or through computer labs to be established at various institutions throughout the State. CAC also offers courses in a

traditional classroom setting at their new location in Florence:

**CAC Florence Center - ASP
800 East Butte
Florence, Arizona 85232**

For more information, contact Rebecca at (602) 542-2101 or e-mail her at rmatthew@adc.state.az.us. You may also wish to access the internet sites for Rio Salado College and CAC as follows: www.rio.maricopa.edu or www.cac.cc.az.us



CAAP Administrator Rebecca Matthews

Health Services New Leader

by Alison Bank-Conyers, Health Services

The Health Services Division has the pleasure of welcoming Dr. **Robert Jones** as the new Deputy Director. His correctional experience includes positions as the Clinical Director for the Utah DOC and the Medical and Mental Health Director for the Montana DOC. His professional correctional accomplishments in both states include implementing an electronic medical record system and improving compliance within the health care system working concomitantly with Federal courts.

Dr. Jones has built a successful career from a foundation of education and military experience. He attended Brigham Young University and the University of Utah College of Medicine. He spent 10 years on active duty with the US Navy and is a former commander of a US Army hospital and

is a Colonel in the US Army Reserve.

Dr. Jones serves as the President of the American Correctional Health Services Association (an affiliate of American Correctional Association), and is a senior surveyor for the National Commission on Correctional Health Care. He has served on a number of advisory boards including the Dean's Advisory to AIDS and Hepatitis C prevention. Also, Jones has been an associate faculty member for several universities.

When asked about his thoughts of ADC, Jones said, "My impression of ADC is that it is one of the best correctional departments in the nation. It is committed to its mission, as well as being progressive and innovative in finding solutions. I am honored to be asked to become a part of the ADC team and am excited by the



Health Services Director Dr. Robert Jones

professionalism, dedication and commitment of the staff and leadership within ADC."

CISD Sensitive to ADC Employees

Linda McWilliams., Personnel Analyst III

After the terrorist attacks on September 11, CISD teams were called out at all prison complexes to check on employees and provide support as needed.

CISD teams are certified in crisis intervention and active listening skills. There are approximately 70 members located at each prison complex and Central Office who are available to provide intervention and liaison duties between employees and professional counselors. In accordance with IMS activation, CISD Team Leaders are called out by the Logistics Section Leader to conduct defusing with first responders to a critical incident. Debriefings with affected staff are held within 72 hours of a critical incident.

The tragic events of September 11

affected employees in many ways, and the Department was understanding to their concerns. Employees who have family in New York and Washington, D.C. were allowed to make phone calls to check on family members. The Department was sympathetic to employees who were concerned about being called for active military duty, or were affected by family members who would be called. Also, ADC was compassionate toward employees who were distressed about answering their children's questions about the attacks or about being called to active duty and to those who expressed fear, disbelief, anxiety, closeness to God and a roller-coaster of emotions.

CISD team members conducted welfare checks on as many employees as

possible during the week of September 11. During that week, several complexes held prayer services to honor those who died in the terrorist attacks, pray for our country and comfort each other. Many of the CISD Team Members who conducted or assisted in these services are chaplains.

At their October Quarterly Meeting, CISD Team Leaders reported that staff were appreciative of CISD's services, especially in the aftermath of the tragedies. For the name of the CISD Team Leader at your complex, please visit the Employee Information page on the IntraNet at <http://159.87.76.30/adc/employee/benefits/cisd.htm> or the Employee Resources page on the Internet at <http://adcprisoninfo.az.gov/Diversity.htm>

From the Mailbag

Dear Commander Tometich,

On behalf of the Arizona State Prison Complex-Lewis, I would like to thank you for your kind and thoughtful comments on the performance of our staff for their assistance during a pursuit on July 30, which as you indicated led to the capture of two suspects and subsequent seizure of 435 pounds of marijuana.

Thank you for allowing us the opportunity to assist. Please do not hesitate to contact us in the future if we can be of further assistance to your agency.

Meg Savage

Southern Region Operations Director



Blame inmates, not Corrections

Recently, several articles and letters in local newspapers have been critical of the Arizona Department of Corrections. This is not an unusual thing, but on September 22 a letter to the editor of the Arizona Daily Star finally pushed me over the edge and forced me to respond.

The letter indicated the public would probably derive as much benefit from giving each ADC inmate

\$21,000 instead of paying the Department the average amount of money to incarcerate him or her. The writer claimed the Department deprives inmates of treatment and educational programs resulting in inmate recidivism, and that we brutalize and dehumanize our inmates, and “force them back onto the streets.” The letter ended by asserting D.O.C. should stand for

“Disgusting and Outrageous Conduct.”

This is not a description of the Department I work for. I encourage each of you to challenge this type of thinking when you encounter it. Show your pride in our Department, and speak out on behalf of your fellow officers and coworkers.

Here is the letter I wrote to the newspaper:

Re: the Sept. 22 letter, “State prison officials are not held accountable.”

The incarceration of inmates is, first and foremost, for the protection of the public from the deliberate and outrageous conduct of the people incarcerated.

The Arizona Department of Corrections is expected to change (rehabilitate), in an average of about 3 to 3 ½ years, this lifetime of poor choices. Do not be confused-people seldom make “mistakes,” they make “choices.”

In almost every instance, the inmate is angry, dysfunctional, has a huge sense of entitlement, has a need for instant gratification and has no impulse control-all factors leading to his being in prison.

Programming is available and

often required to address these issues, but unless there is a desire within the inmate, programming doesn’t work.

Law mandates that some of these inmates attend educational programs. ADC can ensure inmates attend, but how can it ensure they will do more than sit in the classroom, refusing to be taught or changed?

Society needs to look to places other than ADC for the plight of the inmate and quit trying to blame everyone but inmates for their antisocial behavior.

I am a ADC supervisor, and I have become weary of having to defend my leaders and the job I have chosen.

We do not brutalize inmates, though they often do that to each

other. We do not dehumanize inmates, though they often do it to each other.

We do not “force them back onto the streets.” When an inmate completes his or her sentence, he or she has earned the release, by law.

Correctional Officers work under stressful conditions, yet we keep showing up to protect you. When a crisis occurs within the institution, we don’t run from it, but instead run to it-for your protection.

That ADC is so short-staffed is an indication of how few people want to work in such a dangerous environment, even though it’s a good, honorable job.

It’s easy to beat up ADC if you have biases, but what would our society be like without it and the wonderful officers I am so proud to serve with?

AN OPEN LETTER TO THE LEADERSHIP OF AZCPOA AND AZCOPS:

Since the beginning of my directorship of the Arizona Department of Corrections, I have welcomed partnerships with employee organizations, including yours. We've made it a point to understand each other's positions through open and honest communication. With that understanding, I have extended privileges to yours and other employee organizations that you are not entitled to under the law. In turn, you and the others have demonstrated flexibility on many issues.

These partnerships have been beneficial. But I'm concerned when misinformation is used to promote membership. This appears to be the case with a flyer AZCPOA/AZCOPS began distributing in the last week of September at ADC institutions and included in Summer/Fall issue of *AZCOPS Speaks*. This flyer and article cites "3 major issues going on inside DOC right now," as reasons to belong to AZCPOA and AZCOPS.

You describe the first issue in your flyer as "*privatization of the prison system*," and allege that the Department wants to privatize the entire prison system by next year. The Department has established a clear policy with regard to privatization. This policy has been articulated to the legislature and would have been discussed with AZCPOA had your organization asked before taking an inaccurate position with regard to this issue.

- The Department does not support giving any portion of the general population system (Level 2 through Level 5) to private providers.
- The Department will consider targeting one-way inmate populations for privatization. One-way populations are inmate groups that can be totally turned over to the private operator. The Department would no longer house inmates in the identified special population. Examples are females, sex offenders, and mentally ill inmates.
- The Department DOES NOT support privatizing existing publicly operated prison units. All beds privatized to date have been new beds. If we were to choose an existing population in publicly operated beds for privatization, we would require the private operator to build new beds for that population and use the vacated beds for back-filling with growth of general population inmates, thus preserving existing state jobs.
- Other than the 1,400 beds for DUI offenders currently provided in contingency funding, no other populations at present have been identified for future privatization, even though a recent Auditor General's report recommends that additional one-way populations ought to be identified. To charge that the Department "is sending out strong signals that the

entire prison system might be privatized by 2002," is a gross exaggeration, to say the least.

With regard to your second issue, "*the 4% reduction in state department programs*," certainly I am concerned about how the proposed reductions and lagging revenue will affect us. But I also understand Governor Hull's need to ask for reductions. She has not identified where reductions ought to occur. She asked agency heads to make budget reduction recommendations because they are in the best position to do so. To me, this illustrates her sensitivity to issues affecting the operation of prisons, namely the public's and our safety.

The elimination of employee pay raises is not included in those recommendations. They continue to be a top priority of the Governor. To infer that elimination of pay raises for Correctional employees is in a plan by the Governor is totally without merit. In fact, only the Legislature can address pay raises intended for Corrections employees.

With nothing to substantiate your third issue, "*polygraph abuse continues inside ADC*," I would be inclined to describe it as rhetoric. In fact, a review of recent numbers tells me that most polygraph exams are beneficial to staff because they show truthfulness, thereby clearing staff of misconduct or wrongdoing. In a seven month period since the implementation of QWL-21, 111 correctional security staff were given polygraph exams and 69% of them showed truthfulness. In a seven month period prior to QWL-21, 135 security staff were polygraphed and 58% of them showed truthfulness.

If you believe polygraph exams are being required too frequently, consider this: since QWL-21, a total of 181 administrative and criminal polygraph exams have been given to employees. There are about 11,000 employees in the Department of Corrections. That makes the odds of an employee being given a polygraph roughly 100 to 1.6. I would suggest that if your organization believes employees' rights are being violated by being ordered to take a polygraph, then you ought to pursue legal remedies rather than resort to inflammatory rhetoric.

When one side in a partnership employs a campaign of misinformation against the other, as in the case of your AZCPOA/AZCOPS recruitment flyer, it can only jeopardize the partnership. I hope there are not future occasions where a letter to ADC employees is required to set the record straight. In the meantime, I will continue to do everything I can to nurture and improve partnerships with employee organizations.

Sincerely,

Terry L. Stewart, Director
Arizona Department of Corrections

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Officer II, ASPC-Lewis, **Antonio Baca**, Associate Deputy Warden, ASPC-Lewis, **Harold Barrett**, Correctional Officer II, ASPC-Florence, **Ramon Billyard**, Correctional Officer III, ASPC-Florence, **Judith Brooks**, Correctional Registered Nursing Supervisor I, ASPC-Winslow, **James Cain**, Correctional Sergeant, ASPC-Lewis, **Laura Castleberry**, Personnel Assistant II, ASPC-Douglas, **Mario Diaz**, Correctional Officer II, ASPC-Yuma, **Jeffrey Hrdina**, Correctional Officer III, ASPC-Safford, **Michael Mallett**, Parole Officer, Fugitive Services Unit, **Jesus Moreno**, Correctional Officer II, ASPC-Perryville, **Stephen Nettles**, Correctional Officer II, ASPC-Winslow, **Terrence Noon**, Programs and Projects Specialist I, ASPC-Perryville, **Christopher Orthmann**, Correctional Captain, ASPC-Phoenix, **Richard Santiago**, Correctional Officer II, ASPC-Tucson, **Danny Smith**, Correctional Officer II, ASPC-Tucson, **Valerie Stearns**, Administrative Secretary II, ASPC-Winslow, **Elsie Stowell**, Correctional Registered Nursing Supervisor I, ASPC-Winslow, **John Theisen**, Administrative Assistant III, ASPC-Phoenix, **Carolyn Walker**, Correctional Records Supervisor I, ASPC-Eyman, **Daryl Whipple**, Fiscal Services Specialist III, ASPC-Safford, **Michael Williams**, Correctional Officer II, ASPC-Winslow

LIFESAVING AWARDS

Lanetta Atkins, Correctional Officer II, ASPC-Perryville, **Edward Ballance**, Correctional Officer II, ASPC-Perryville, **Paul Smith**, Correctional Officer II, ASPC-Lewis, **Christopher White**, Correctional Officer II, ASPC-Lewis

Featured in this issue are last month's Unit Citation Award winners: **ASPC-Florence CISD Team, ASPC-Phoenix Maintenance Department, ASPC-Tucson/Manzanita Unit, ASPC-Winslow/Coronado Unit and ASPC-Yuma Complex Swing Shift staff.**

ASPC-Florence CISD Team
ADC employees of the ASPC-Florence Critical Incident Stress Debriefing Team were recognized for their contributions in assisting, counseling and offering services to the family of Matthew Fowler and staff who worked with him. Fowler was a correctional officer who died in December while transporting an

experienced by staff. This assistance contributed positively to increased morale throughout the unit during a situation that could otherwise have been devastating to their fellow ADC employees. Congratulations: **Alwin Becker**, Chaplain, **CO II Randall O'Hara**, Sgt. **Marty Hensley**, **Brenda Smith**, Records Supervisor, Chaplains **Delbert Henderson** and **Allen Miser**.

ASPC-Phoenix Maintenance Department

ADC maintenance employees assigned to ASPC-Phoenix Alhambra and Flamenco units were recognized for their exceptional efforts in performing retrograde



ASPC-Phoenix Maintenance employees receive their award for their skill and ingenuity

inmate in Tucson.

Also, the CISD Team continues to show care and concern for a fellow employee by providing daily assistance and transportation to CO III Carol Starr from North Unit. Since April 2000, CO III Starr has experienced a long hospital stay and long-term rehabilitation as a result of extensive injuries from a horrific motorcycle accident.

Lastly, the CISD Team distinguished themselves during a disturbance at East Unit in May. The CISD Team assisted staff by placing themselves throughout the unit to help defuse the initial trauma

construction in preparation for installation of locking devices. Congratulations: **Don McLaughlin**, Physical Plant Manager, **Rolly Valimaki**, Physical Plant Supervisor II, **Greg Cunningham**, plumber, **Mike St. Martin**, plumber, **CO II Joann Guyer**, key control officer, **Severino Palugod**, electrician and **Christina Palacios**, Administrative Secretary I.

ASPC-Tucson/Manzanita Unit

On November 1, during afternoon recreation at Arizona State Prison Complex-Tucson,

Manzanita Unit, numerous fights broke out simultaneously between Mexican-American and Mexican-National inmates. Five line staff, and two program staff responded to the violent situation. Staff was able to contain the situation with verbal commands, minimal injuries to inmates, no staff injuries and without the use of O.C. gas.

Congratulations: Captain **Alex Davenport**, Lt. **Cathlene Stangl**, CO II **Charlotte Hankins**, CO II **Sandra McCall**, CO III **Wanda Pritchard** and CO III **Janie Williams**.

ASPC-Winslow/Coronado Unit

The ASPC-Winslow Coronado Unit volunteered as a pilot unit for the Inmate Program Plan and did an outstanding job.

As a result of the Inmate Program Plan, classrooms are full, all inmates are working and inmate accountability is maximized. Congratulations: ADW **Michael Haynes**, CO IV **Pam Vannelli**, CO III **DJ Ridgley**, CO III **Jeanette Johnson**, Lieutenant **Darren Reeves**, Sergeant **Ken Hawkins** and CEPT **Mary Nell Johnson**.

ASPC-Yuma Complex Swing Shift Staff

On July 21, Yuma swing shift staff did a remarkable job of managing a fire at the Cocopah Unit. The staff managed the incident, controlled the fire and returned the facility to normal operations. Congratulations to Yuma Swing Shift Staff for a job well done: Sgt. **Martin Zavala**, CO II **Laura Ewen**, CO II **George Celaya**, CO II **James LaMarche**, CO II **Robert Cisneros**, CO II **Judith Thomas**, CO II **Jose Cruz** and CO II **Ralph Urias**, ADW **John Ontiveros** and Major **Kyle Fouts**.



ASPC-Tucson's Manzanita Unit acknowledged for their bravery during the fights that broke out on November 1



ASPC-Winslow's Coronado Unit presented with a Unit citation for their efforts in advancing the Inmate Program Plan



ASPC-Yuma's Complex Swing Shift received an award for a remarkable job of managing and controlling a fire at the Cocopah Unit.

A Tribute to those who Serve

Cartoon by CO II Bookard Dooley of ASPC-Florence

*To all ADC correctional staff
who will always change from their uniform
to the uniform of the Armed Forces
of the United States of America,
we support you and wish you luck.*

*God Bless America
From all of us at ADC*



AMERICA'S BATTLE CRIES

Our ancestors traveled from
afar in hopes to find their
dreams.

They traveled to America, the
land and home of the free.

With battles fought on blood
stained grounds,
you can hear the battle cries.

From the wars our nation
fought in the past,
just to keep her head held
high.

With God's blessings from
above, it's time, once again, to
fight.

So on the wings of an eagle,
let us go swiftly into the night.
We'll send off our loved ones
and brethren to protect this
country we love.

For this is the land of
prosperity, with liberty and
justice for all.

GOD BLESS AMERICA

*By ASPC Florence East Unit
Sergeant Laura Hayes*

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Gregory, a member of the U.S. Army and National Guard for 21 years and an Arizona Department of Corrections employee for 16 years, is a Non-Commissioned Officer In Charge who supervises 12 people at Yuma International Airport.

"The work the National Guard does at the airport is quite similar to the job of a Corrections Officer. We use the same use of force continuum as the Department of Corrections," said Gregory. "Like a Corrections Officer, I serve as a visible presence. The public feels better knowing the Reserves and National Guard are there."

"Alternating between Guard work and ADC work is demanding, but it's well worth it."

Officer Bellamy, a member of the National Guard for 11 years and a Corrections Officer II for two years at ASPC-Safford, enjoys his duties with the Guard.

"Because of the tragedy on September 11, I wanted to help our country in any way I could," said

Bellamy.

Officer Lynch, a member of the National Guard and an ADC employee for four years, is assisting in protecting staff, buildings, logistics and weaponry at the Glendale Armory.

"Alternating between Guard work and ADC work is demanding, but it's well worth it. I'm proud to serve my country in this time of need," said Officer Lynch. "It feels great to hear the support we receive from the public. On more than one occasion, I've had motorists drive by the armory, honk their horn and tell me to keep up the good work."

Similarly, Sergeant Gregory said a woman walked up to him in a grocery parking lot while he was in uniform, stopped him and simply said "Thank you."

So far, there hasn't been any trouble or suspicions of terrorism at the Glendale Armory or the Yuma International Airport, but that could change.

"As tension grows in Afghanistan,



Officer John Lynch is assigned to work security at the Glendale Armory

things will escalate in the United States. Troops will be at a higher alert in Arizona and the rest of the country," said Lynch.

ADC Employees on the Move

RETIREMENTS:

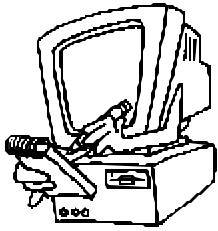
Employee	Old Title	Old Institution
James Thomas	DW II	ASPC-EymanCook
Mike Spargur	DW I	ASPC-Tucson
John McCullough	Major	ASPC-Eyman



PROMOTIONS:

Employee	New Title	New Institution
Berry McMacken	DW II	ASPC-Safford
James O'Neil	DW I	ASPC-Tucson
Dennis Short	DW I	ASPC-Florence
Robert Stewart	DW I	ASPC-Florence
Carol Allen	ADW	ASPC-Perryville
Lyle Broadhead	ADW	ASPC-Florence
Dwight Gaines	ADW	Central Office
James Kimble	ADW	ASPC-Eyman
Lori Leider	ADW	ASPC-Tucson
Christopher Orthmann	ADW	ASPC-Perryville
John Palosaari	ADW	ASPC-Winslow
Ron Abbl	Major	ASPC-Douglas
Johnny Bowman	Major	ASPC-Eyman
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Training is the Key



Top Ten list for Effective E-Mail

by Gail Rittenhouse, Administrator, Staff Development and Training Bureau

Here are ten quick tips to make your use of e-mail professional and effective.

- 1) E-mail on a State system is public information. If in doubt about what you are about to send, imagine it printed on the front page of the newspaper, or introduced into a court of law as written evidence.

- 2) Keep your message short by putting the important point in your e-mail in the first paragraph. Make sure your recipient knows what you want him or her to do.

- 3) Ensure the subject line tells what the message is about. This helps make the recipient more efficient in prioritizing work.

- 4) Typing e-mails in all-capital letters is the e-mail equivalent of SHOUTING and should only be used if that is how you want your message to be received.

- 5) Before automatically "cc'ing" your message to other people, think about who really needs to see it. Often volumes of e-mail and attachments are sent to people who are not even involved with the issue being discussed.

- 6) Check your spelling and grammar before you send your message.

- 7) Visualize your recipient's face as you type your message. You are communicating with a human being, not with a computer screen.

- 8) Use courtesy, to include the words "please" and "thank you."

- 9) Use an attachment only when necessary, and don't forget to attach it!

- 10) Forwarding chain letters or jokes should be avoided. State e-mail systems are for business use.

ARIZONA GOVERNMENT UNIVERSITY

The newly-formed Arizona Government University (AzGU) is a partnership of state agencies, the state's community colleges, Western Governors University, Arizona State University, University of Arizona, Northern Arizona University, and private sector corporate universities, e. g., Motorola University. AzGU will serve state employees in all aspects of training and professional development and will provide for sharing of training resources between state agencies, on-line access to individual employees' training records, e-learning opportunities, college credit for qualified agency courses, and more.

Watch for more information on your new university: Arizona Government University on the internet: www.azgu.wgu.edu.



Classes for Supervisors

Which one of these courses would you like to see your supervisor take?

- Performance Appraisal
- Delegating Tasks
- Communication/Listening Skills

Your peers chose "Performance Appraisal" and "Communication/Listening skills" as the most beneficial courses for their supervisors. On the other hand, when supervisors were asked which courses they felt would be most beneficial for their staff, "Problem Solving" and "Time Management" were chosen most often.

In an effort to provide employees with the necessary training for a productive and safe work environment, the Staff Development & Training Bureau developed a survey to obtain information about the courses employees requested as well as their comments and suggestions.

Staff members from every institution and a cross-section of departments (health, physical plant, administration, finance and security) responded to the training needs assessment survey sent out during July and August of 2001. A total of 1542 surveys were received.

Safety was a topic of concern for most participants. A majority of employees said they would like more personal safety courses. "Dealing with Threats" and "Street Safety" were the two topics

chosen most by respondents.

Respondents also noted a need for additional courses covering security threat groups.

In addition to personal safety, staff safety was another issue of concern. When asked which topics they would like offered in a staff safety course, respondents ranked

1. "Legal issues" as the most important, followed by
2. "Inmate management"
3. "Special needs inmates" and
4. "Inmate movement."

Respondents also chose "Conflict Resolution" and "Working with Difficult People" as the most desired topics to be included in a mandatory "Workplace Relations" course.

The data received from the surveys will be used to develop the curriculum for the 2003 training year. Topics chosen for mandatory classes will be incorporated into those lesson plans, while other requested courses will be developed and offered as electives. Some of the suggested topics for electives included team building, communication/written skills, self-defense, financial planning and computer training.

Watch for results of the "Needs Assessment for Support Staff" in February 2002.